DOCUMENT RESUME

ED 410 842 HE 030 416

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TITLE	Chairing an Academic Department. Survival Skills for Scholars, Volume 15.
ISBN	ISBN-08039-5400-X
PUB DATE	1995-00-00
NOTE	150p.
AVAILABLE FROM	SAGE Publications, Inc., 2455 Teller Rd., Thousand Oaks, CA 91320; phone: 805-499-0721; fax: 805-499-0871; e-mail: info@sagepub.com ($16.50).
PUB TYPE	Books (010) -- Guides - Non-Classroom (055) -- Tests/Questionnaires (160)
EDRS PRICE	Document Not Available from EDRS.
DESCRIPTORS	Academic Achievement; Administration; *Administrator Responsibility; Budgeting; *Department Heads; *Faculty Development; Faculty Evaluation; Faculty Recruitment; *Higher Education; Mentors; Motivation Techniques; Noninstructional Responsibility; Planning; Professional Development; Questionnaires; Resource Allocation; Scholarship

ABSTRACT

This book offers college department chairs guidelines for effectively fulfilling their roles as faculty developers, managers, leaders, and scholars. The results of several national surveys on chairs' duties and needs are summarized. Part 1 reviews the role of faculty developer. A practical set of procedures is given for recruiting faculty, bearing in mind that more than half of faculty members in the United States institutions of higher education are expected to retire in the 1990s. The chapter on faculty support covers modeling, motivating, mentoring and networking. The final chapter of this section discusses methods for evaluating faculty performance, with detailed suggestions for each part of the process. The chapters in part 2 discuss budgeting and planning. The focus is on value-adding rather than redistribution and on measurable outcomes rather than comparative expense data. Part 3 looks at the challenges of leadership, defining it as an influence relationship between the academic leader and faculty members who intend real changes. Leadership challenges are grouped into three categories: strategic challenges, resource challenges, and faculty challenges. Part 4 discusses the conflicting demands of scholarship and administration. It notes the qualitative difference in the time spent in each role with the characteristics of scholarship focused effort, information dissemination, autonomy, knowledge creation, solitude, and receiving services contrasted to the characteristics of administration brevity, variety, fragmentation, persuasion, and providing services. A variety of checklists and other evaluative aids to decision making are provided. (Contains 75 references.) (BF)

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